

2005 Annual Report



A Message from the Director

F. L. Malphurs, FACHE



Mission

Honor America's veterans by providing exceptional health care that improves their health and well-being

Vision

To be a patient-centered integrated health care organization for veterans providing excellent health care, research, and education; an organization where people choose to work; an active community partner; and a back-up for National emergencies.

TRUST

RESPECT

COMPASSION

EXCELLENCE

COMMITMENT

On behalf of over 3,500 dedicated employees, I am pleased to present you our 2005 Annual Report.

More than 125,000 veterans depend on us for their healthcare needs and I am proud to say that our system ranks as one of the highest in productivity and efficiency within our Network.

2005 has been marked with a number of noteworthy accomplishments for the North Florida/South Georgia Veterans Health System (NF/SGVHS). This report offers a glimpse of what we believe makes us the system of choice for veterans seeking quality healthcare and for employees seeking an organization committed to excellence in the workplace.

In the coming year, we look forward to continuing the progress we have made in increasing access to care, improving customer service, improving employee satisfaction and providing the very best care to the veterans of North Florida and South Georgia.

In our continuous effort to improve, we welcome the input of the veterans we serve, our employees, volunteers, veterans' service organizations, congressional representatives and community leaders. Please let us know how we can serve you better.


F. L. MALPHURS, FACHE
Director



Our Leadership Team

As pictured from left:

Tom Sutton, Associate Director
Ruth Gorman, RN, PhD, Associate Director of Nursing Service
Fred Malphurs, FACHE, Director
Nancy Reissener, Associate Director
Bradley Bender, M.D., Chief of Staff

Who we are ... Who we serve

North Florida/South
Georgia Veterans
Health System
Employees who have
served our country in
support of Operations
Iraqi and Enduring
Freedom

Juan R. Baralt
Ronald D. Barlow
Stacy R. Batt
Virginia Baxter
Robert Bebergal
George Bensema
James M. Bethel
Mose E. Campbell
Jamal K. Carter
Ralph Casselli
Jimmy Coburn
Susan G. Cottrell
Lonnie Crocker
Ginger Davis
Carlos Esquilin
Cynthia Farrell
Robert Goodhope
Randall James
Lisa R. Maree
Myron A. McFarland
Traci L. McGuire
Mary C. Mitchell
James L. Monahan
Rebecca Pina
Patricia Pratt
Mark R. Rausch
Ivan Rivera
Jose Rivera
Linda K. Saboy
Jorge Saldoriga-Ortiz
Michael Santana
Brian Shepard
Cassandra A. Small
Robert Springer
William Story
Kenneth Terry
Roger S. Tootle
Clarence R. Tucker
Kathleen Waldrop
Michael J. Watts
Mark A. West
Patrick S. Zimmer

The NF/SGVHS consists of two medical centers, three outpatient clinics and six community based outpatient clinics.

The facility locations are: medical centers in Gainesville and Lake City, Florida; outpatient clinics in Daytona Beach, Jacksonville and Tallahassee, Florida; and community based outpatient clinics in Florida at Lecanto, Leesburg, Ocala, The Villages, and St. Augustine, and in Valdosta, Georgia.

Long-term care is provided by Nursing Home Care Units in both Gainesville and Lake City. The Lake City VA Nursing Home Care Unit has an extensive long-term care program that includes special units for the treatment of dementia and hospice.

Additionally, substance abuse and psychiatric residential care units are operated in Lake City and Gainesville. The Lake City VA Medical Center has general medical/surgical and extended care programs. The Malcom Randall VA Medical Center in Gainesville, Florida is a tertiary care facility and an active teaching hospital, providing a full range of patient care services with state-of-the-art technology.

The Daytona Beach, Jacksonville and Tallahassee Outpatient Clinics are full service clinics. In addition to primary care, these outpatient clinics have laboratories, pharmacies, radiology services and other programs such as dental care, cardiology, ophthalmology, urology, gastroenterology, and psychiatry.

The community based outpatient clinics in Ocala, Lecanto, Valdosta, Leesburg, The Villages, and St. Augustine are smaller clinics offering primary care services. Together, these eleven facilities offer veterans in North Florida and South Georgia a comprehensive system of health care that includes medicine, surgery, psychiatry, physical medicine and rehabilitation, neurology, oncology, dentistry, geriatrics, and extended care.



OUR SYSTEM ATA GLANCE

- 187,628 Veterans Enrolled
- 1095 OEF/OIF Veterans
- 119,505 Unique Veterans Served
- 285 Hospital Operating Beds
- 264 Nursing Home Beds
- 68,629 Bed Days of Care
- 1,230,610 Outpatient Visits
- 3,571 FTE
- 1,717 Regular Volunteers
- 196,103 Volunteer Hours

Accomplishments

The NF/SGVHS established an outreach program for returning Operations Enduring and Iraqi Freedom (OEF/OIF) service men and women. Our Seamless Transition Task Force conducted guard/reserve unit briefings and active duty briefings to more than 10,000 and increased our OEF/OIF patient registrations to 1105. The VA Sunshine Healthcare Network (VISN 8) enrolled over 9,000 OEF/OIF veterans this past year.

Hitting the \$46 million mark, the NF/SGVHS ranked #1 in VISN 8 for revenue collections, and increased insurance collections by 7%.

We established Spinal Cord Injury Primary Care Clinics at Lake City and Gainesville. Spinal Care Injury Healthcare is available to more than 300 Spinal Cord Injury (SCI/D) veterans and also those diagnosed with Multiple Sclerosis and Amyotrophic Lateral Sclerosis (ALS aka Lou Gehrig's Disease). Coordinators also assist these veterans with resource and referral needs.

To improve our workforce planning, we continued and expanded our succession planning activities. The ***Stepping with PRIDE*** program, a first level leadership development program, targets employees at the GS -8 level and below. Twenty three employees graduated in 2005. The ***Competency Development for Leaders in the 21st Century*** program, designed for employees at GS -9 and above and in its 5th year of implementation graduated twelve employees in 2005. The ***Supervisory Nuts and Bolts*** program was offered for new and seasoned Supervisors to further develop their supervisory and leadership skills with a focus on Human Resources related functions as well as Time Management, Conflict Management and effective Communications. To further enhance the Supervisors and Team Leaders' coaching skills, the "***Coaching Toward High Performance***" workshop was offered. We continued to offer the high-demand ***7 Habits of Highly Effective People*** program to staff of all levels.

We appointed an Associate Director for the Lake City VAMC to strengthen management within our Health System.

We opened The Villages Community Based Outpatient Clinic as an interim clinic to serve the growing veteran population in Central Florida.

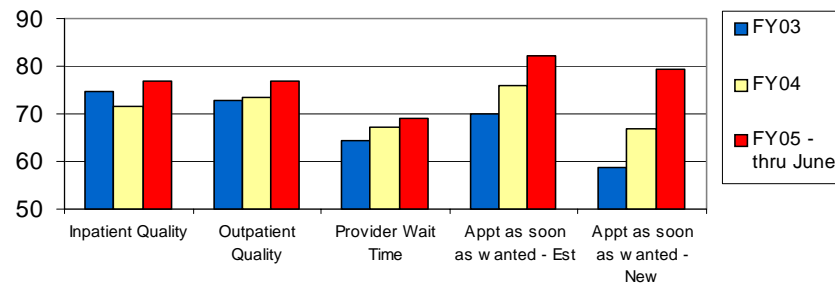
Even though our system continues to experience high demands for healthcare services, we were successful in significantly improving patient access by reducing wait lists by 47%.

VA has been recognized as an organization providing exceptional quality healthcare based on objective criteria. Our Performance Measures are closely monitored and tracked for performance excellence. Our healthcare providers use Clinical Practice Guidelines in the areas of preventive care, screening for cancer and cardiovascular risk, and other specific evidence based treatments. The NF/SGVHS achieved Exceptional scores in all Domain of Quality Performance Measure groups for the second year in a row.

The Malcom Randall Veterans Affairs Medical Center's Research and Development Program has been an active and productive service throughout its 37-year history and is a major research program with more than 324 active projects conducted by 131 principal investigators. VA grants for these projects total over \$7.5 million. There are two VA Research Centers of Excellence associated with the NF/SGVHS. The mission of the Brain Rehabilitation Research Center of Excellence (BRRC) is to improve the quality of life of survivors of injury to or disease of the nervous system and to maximize their functional abilities within their communities and families. The second Center of Excellence is the Rehabilitation Outcomes Research Center of Excellence (RORC), which is located off-site at a downtown Gainesville location. The mission of the RORC is to enhance access, quality, and efficiency of rehabilitation services through interdisciplinary research and dissemination activities for veterans with central nervous system damage. The RORC, which also includes a Stroke Quality Enhancement Research Initiative Center, functions in conjunction with the BRRC and The University of Florida's Brooks Center for Rehabilitation Studies.

Patient Satisfaction

Patient Satisfaction Performance Measures



Dear Dr. Stephens
Leesburg CBOC

Dear Dr. Stephens,

We believe that the foundation of all medicine should be the care and concern for the patient. It is just this belief that compels us to write this letter.

Dr. James Toth exhibits these traits in the continuing care of RG. After complaining of difficulty with eating, heartburn and weight loss, Mr. G was started on Nexium in early December. After 30 days Mr. G was to return to Dr. Toth if the symptoms did not improve. They did not. Dr. Toth examined Mr. G again on January 7, 2005. A stomach mass was felt on exam and the doctor believed that a CT scan was needed immediately.

Mr. G requested that the scan be performed locally as two of his children live in the Orlando area. After Dr. Toth's repeated attempts to secure approval for the scan locally, he decided at 10:30 AM on Tuesday, January 11th that Mr. G should travel to Gainesville to have the scan immediately. Mr. G's two daughters drove him to Gainesville and they arrived by 3PM. Going to the ER as the Dr. directed, they found from a tech that the ER was too busy and they were sent to "urgent Care". After waiting an additional 2 hours Mr. G was seated in an exam room briefly. Within minutes to the CT lab and a very courteous and amiable tech completed the scan.

Dr. Toth had to convey the results of the scan and that Mr. G appears to have stomach cancer. On Friday, January 14th Dr. Toth graciously met with Mr. G and his two daughters in the Leesburg VA Clinic. (Mr. G's son was flying in from Iowa on Sunday.) All of our questions were thoroughly and compassionately answered. All the while other patients were waiting but Dr. Toth made us feel like Mr. G was the priority at that time.

On the surface we're sure that with the caseload of the VA, Mr. G's file may just look like another file in a large stack. However, Mr. G is Dad. He is the guy holding the back of the wobbly two wheeler running along behind each of us, he is the father who taught us he loves us and our Heavenly Father loves us all even more than that, he is the man who walked the two girls down the aisle, he is the man who cried on the phone when he learned he had a new grandchild. He is the reason we each have integrity and solid moral character that is woven into our everyday lives. He is the rock of our family.

Attached is one of our recent family pictures. Dr. Toth saw a man with a life and a family. He saw the veteran that fought in WWII and the Korean War. He saw more than just a patient and a file. For that we are thankful and that is why we are writing this letter. Dr. Toth made a difference in a patient's life and a family's life. That is more important than appointment times and red tape. Let's all remember why Mr. G and all the other patients are at the VA. They selflessly fought for the freedom that we all now enjoy

Sincerely,
RG

Patient Satisfaction continued to improve as evidenced by an increase in both inpatient and outpatient SHEP scores. Inpatient scores improved for first and second quarters of Fiscal Year 2005 when compared to the same period in Fiscal Year 2004. Inpatient scores for all 10 dimensions improved an average of 4%. The most significant improvement was noted in inpatient overall quality with scores increasing nearly 7%.

Outpatient scores also improved for the third quarter of Fiscal Year 2005 when compared to the same period during 2004. Scores improved in 12 out of 13 dimensions an average of 2.24%.

NF/SGVHS also served as the pilot for VISN8 for the implementation of the Service Recovery program, entitled CARE (Connect, Appreciate, Respond, Empower) Partners. Over one hundred front-line staff members, from throughout NF/SGVHS were trained in Service Recovery (CARE Repair).

February 7, 2005

Dear Mr. Malphurs:

Often many times you and your staff hear complaints about your employees, your facilities, but less seldom do you hear positive comments.

On 10 December, 2004, I was admitted to the Malcolm Randall VA Medical Center with an admitting diagnosis of Diverticulitis. I was an inpatient for five (5) days on the Surgical Ward (5A).

I would like to report that my stay was, under the circumstances, a pleasant experience. The Doctors, Nurses, Nursing Assistants and Ward Clerks were most professional. The care I received was second to none and much better than previous experiences in non-VA facilities. I was kept informed of my condition, my progress, etc.

As a follow-up, on Friday, February 4, 2005, I reported to the Lake City VAMC for a colonoscopy procedure. Again my overall care was second to none! I was again truly impressed.

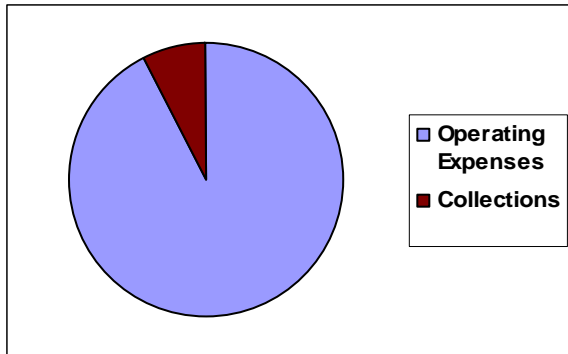
Your entire Staff performed their duties with the utmost professionalism, and was in keeping with your mission statement. Their professionalism was in keeping with the highest traditions of the VA Medical Center and the Veterans Health Care Administration. If you were to look the word "professionalism" up in the dictionary, you would find a group picture of the staff members who were involved in my care from the time of admission to time of discharge!

I recently received a survey which was generated as a result of my patient status/visit(s). I was glad to have the opportunity to reply and provide an input commensurate with my experience within the VHA, particularly in your facility/facilities.

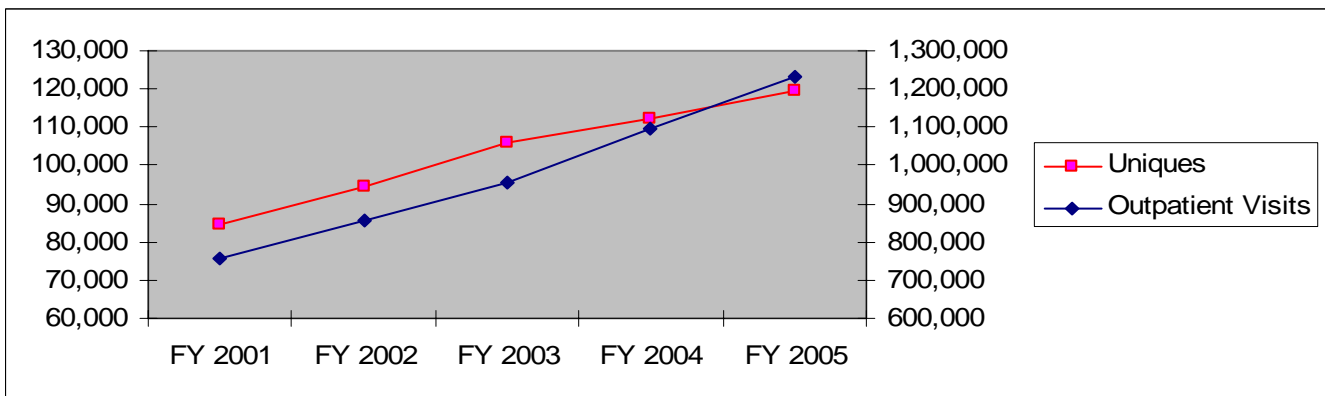
In closing I want to thank you for a job well done. It would mean a lot to me if you could personally contact and share this letter with the GVAMC 5A Surgical Ward Staff and the LCVAMC Gastroenterology/Surgical Staff (especially Dr. Keith G. Chisholm, MD) so they know how much I really appreciate being in "good hands".

Sincerely,
KN
Gainesville, FL

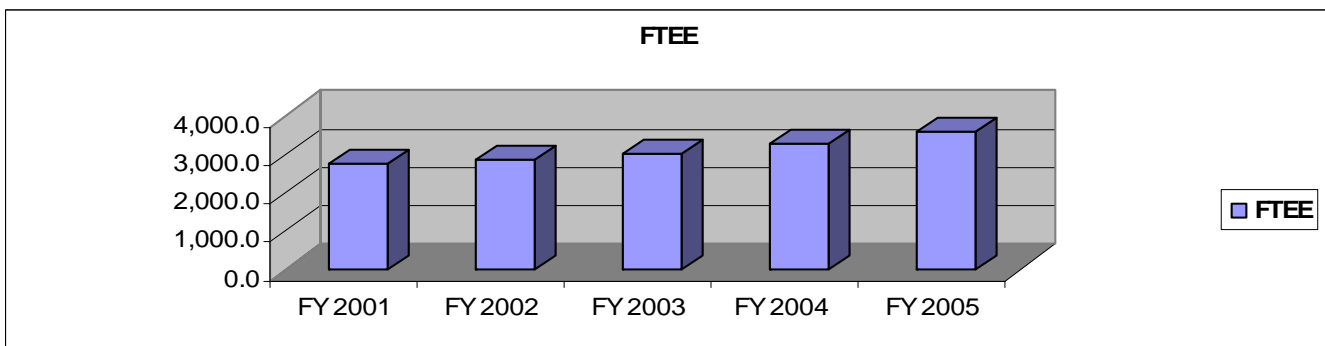
2005 Statistics



Operating Expenses \$ 566,893,146
MCCF Collections 46,747,081



	FY2001	FY2002	FY2003	FY2004	FY2005
UniquePatients	84,770	94,627	106,118	112,071	119,505
Outpatient Visits	754,157	858,245	956,817	1,096,534	1,230,930



	FY2001	FY2002	FY2003	FY2004	FY2005
FTEE	2,750.1	2,858.7	3,018.1	3,292.6	3,571.8

2006 Goals

Leadership

In a large health care system, communication is a challenge! Our goal is to communicate better by...

- Creating an organization that encourages employee empowerment and innovation.
- Reinforcing Performance Excellence Principles.
- Doing a better job of getting information to patients, employees & the community.
- Enhancing the image of the NF/SGVHS.

Strategic Planning

All staff needs to be involved in the planning process. Our goal is to improve System planning by...

- Making staff more aware of how we plan for the upcoming year and how this plan is put into place.
- Having each Service publish their own plans for improvement for the upcoming year.
- Providing all new employees with training on the planning process.
- Creating web-based training for staff on the planning process.

Patient/Customer Focus

Our goal is to make sure eligible veterans that come to our System will have access to quality care. Our goal is to improve patient care by...

- Having each Service identify at least one thing they can do to improve the veteran's access to care .
- Having each Service put in place at least one goal to meet the needs of special needs veterans. Some examples of patients having special needs are women veterans, veterans with spinal cord injuries, obese patients, and returning combat veterans.

Knowledge Management

Like all health care systems, we work with large amounts of information. For example, we have to take care of medical records, handle a large budget, and maintain employee records. Our goal is to improve the way we handle information by...

- Using new technology to make handling information faster, more accurate, and easily available to those who need it.

Staff Focus

The workforce in the United States continues to get older. The same holds true for many of our employees. We will need to recruit and keep quality people who can deliver quality care. We also need to keep our staff well trained. Our goal is to

- Develop a specific plan to meet our future staffing needs. By planning for the future, we can help veterans receive the best care available.

Process Management

Health care is a complex business. There are many processes involved and everything keeps changing. Our goal is to manage and improve our processes by...

- Providing our staff with training on "performance improvement." Staff will be expected to use what they learn each and every day on the job.

Medical Centers

Malcom Randall VAMC
1601 SW Archer Road
Gainesville, FL 32608
(352) 376-1611

Lake City VAMC
619 S. Marion Avenue
Lake City, FL 32025
(386) 755-3016

Outpatient Clinics

Daytona Beach OPC
551 National Health Care Drive
Daytona Beach, FL
(904) 274-4600

Lecanto CBOC
2804 W. Marc Knighton Court
Lecanto, FL
(352) 637-3500

Jacksonville OPC
1833 Boulevard Street
Jacksonville, FL
(904) 232-3033

Leesburg CBOC
711 W. Main Street
Leesburg, FL
(352) 435-4000

Ocala OPC
1515 Silver Springs Boulevard
Ocala, FL
(352) 369-3320

St. Augustine CBOC
1955 US 1 South, Suite 200
St. Augustine, FL
(904) 829-0814

Tallahassee OPC
1607 St. James Court
Tallahassee, FL
(850) 878-0191

Valdosta CBOC
2841 N. Patterson Street
Valdosta, GA
(229) 293-0132

The Villages CBOC
1950 Laurel Manor Drive
The Villages, FL
(352) 205-8900



www.visn8.med.va.gov/nfsg/